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# THOMPSON BURTON PLLC

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A T T O R N E Y S   A T   L A W  
A PROFESSIONAL LIMITED LIABILITY COMPANY

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Jerry W. Taylor  
[jtaylor@thompsonburton.com](mailto:jtaylor@thompsonburton.com)

Direct Dial: 615-716-2297  
Mobile: 615-275-8988

October 14, 2021

Logan Grant  
Executive Director  
Tennessee Health Services and Development Agency  
502 Deaderick Street, 9th Floor  
Andrew Jackson Building  
Nashville, TN 37243-0200

Re: Karing Hearts Cardiology Heart and Vascular Center  
CN2105-015

Dear Mr. Grant,

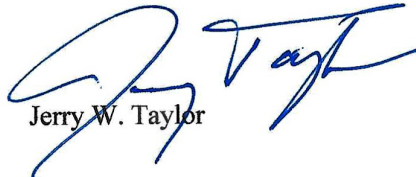
Submitted herewith are six letters of support from the following supporters of this project:

1. State Representative Rebecca Alexander
2. State Representative Timothy Hicks
3. Timothy W. Attebery, DSc, MBA, FACHE. Included is Mr. Attebery's CV, reflecting his extensive background in healthcare leadership positions, including past CEO of the American College of Cardiology
4. Dr. Scott Fowler, M.D., President and CEO of Holston Medical Group
5. Dr. Mark Aiken, M.D., President of Watauga Orthopedics, PLC
6. Samantha Sizemore, COO of Emergent A.C.O.

This project is currently on the agenda for the October 27, 2021 HSDA meeting. Thank you.

Sincerely yours,

THOMPSON BURTON, PLLC



Jerry W. Taylor

**Rebecca Alexander**  
STATE REPRESENTATIVE  
7<sup>th</sup> LEGISLATIVE DISTRICT

425 Rep. John Lewis Way, N  
Suite 516 Cordell Hull Building  
Nashville, TN 37243  
(423)956-7868

[rep.rebecca.alexander@capitol.tn.gov](mailto:rep.rebecca.alexander@capitol.tn.gov)



# House of Representatives State of Tennessee

NASHVILLE  
September 28, 2021

Mr. Logan Grant, Executive Director  
Tennessee Health Services and Development Agency  
9<sup>th</sup> Floor Andrew Jackson Building  
502 Deaderick Street  
Nashville, TN 37243

Dear Mr. Grant:

Please find this letter of support for a Certificate of Need to Karing Hearts Cardiology for the purpose of adding a Cath Lab to the facility. The addition of an accredited catheterization laboratory will provide a lower cost alternative to patients. This will also help improve patient access as they would no longer be required to receive services at the Johnson City Medical Center which is already operating at near full capacity.

Karing Hearts Cardiology is a group practice specializing in Cardiovascular Disease, Internal Medicine, and Interventional Cardiology. The team of doctors, nurse practitioners, nurses and staff are some of the best in the business and focus on providing safe care to their patients.

The addition of a Cath Lab in our area is needed. This will greatly benefit the community and surrounding area. This project has my full support and I am respectfully requesting that Karing Hearts Cardiology's CON application be approved as soon as possible.

Please feel free to reach out to me if you have any questions or concerns.

Sincerely,



Tim Hicks  
STATE REPRESENTATIVE

CORDELL HULL STATE OFFICE  
BUILDING  
425 Rep. John Lewis Way N  
SUITE 518  
NASHVILLE, TENNESSEE 37243  
(615) 741-1717 OR (800) 449-8366  
EXT. 11717

## House of Representatives State of Tennessee

NASHVILLE

### MEMBER OF COMMITTEES

HOUSE EDUCATION INSTRUCTION COMMITTEE  
HOUSE EDUCATION INSTRUCTION  
SUBCOMMITTEE

HOUSE HEALTH COMMITTEE

HOUSE TRANSPORTATION COMMITTEE  
HOUSE TRANSPORTATION SUBCOMMITTEE

September 22, 2021

Mr. Logan Grant, Executive Director  
Tennessee Health Services and Development Agency  
9<sup>th</sup> Floor Andrew Jackson Building  
502 Deaderick Street  
Nashville, TN 37243

Dear Mr. Grant:

I am in total support of granting a Certificate of Need to Karing Hearts Cardiology for the purpose of adding a Cath Lab to the facility. The addition of an accredited catheterization laboratory will provide a lower cost alternative to patients and improve patient access. Patients would no longer be required to receive services at the Johnson City Medical Center which is already operating at near full capacity.

Karing Hearts Cardiology is a group practice specializing in Cardiovascular Disease, Internal Medicine and Interventional Cardiology. The team of doctors, nurse practitioners, nurses and staff are committed to providing quality service and safety to its patients.

The addition of a Cath Lab is needed and will definitely benefit the community and surrounding area. This project has my full support and I am respectfully requesting that Karing Hearts Cardiology's CON application be approved as soon as possible.

Please feel free to contact me if I may be of further assistance regarding this matter.

Sincerely,

A handwritten signature in black ink, appearing to be "T. Hicks", is written over a horizontal line.

Tim Hicks

TH/eci

REPRESENTING THE 6TH LEGISLATIVE DISTRICT

**Timothy W. Attebery, DSc, MBA, FACHE**

**614 Montana Avenue  
Davenport, FL 33897  
(423-302-7488)**

October 7, 2021

Mr. Logan Grant, Executive Director  
Tennessee Health Services and Development Agency  
Andrew Jackson Building, 9<sup>th</sup> Floor  
502 Deaderick Street  
Nashville, TN 37243

RE: Support for application CN2105--015  
Karing Hearts Cardiology -- Cardiac Catheterization and ASC

Dear Mr. Grant:

This letter is to express my strong support for this project. I served as the Chief Executive Officer of the American College of Cardiology (ACC), which is widely recognized as the primary source of scientific and clinical standards for individual practitioners and the delivery of cardiovascular services, including cardiac catheterization laboratories. In cooperation with the primary subspecialty society (Society for Cardiovascular Angiography and Interventions, SCAI), the ACC has developed, published and updated formal guidelines and standards pertaining to the performance of invasive and interventional procedures in the non-hospital cath lab setting in order to ensure high quality and safety for patients. Both the ACC and SCAI support the performance of invasive and interventional cardiac procedures in the ASC setting for non-emergent and stable patients.

My perspective is that of a healthcare executive with 30+ years of senior leadership experience in the development and operations of cardiovascular and other clinical services with many different organizations. Before my role with the ACC, I was the CEO of Holston Valley Medical Center with responsibility for all operations including advanced cardiovascular services. HVMC is one of Upper East Tennessee's two full-service tertiary hospitals. Prior to serving as HVMC's CEO, I was the Vice-President of Cardiovascular Services for Wellmont Health System with responsibility for all cardiovascular programs throughout the system. Both HVMC and Wellmont Health System is now part of what is now Ballad Health System.

Before joining Wellmont, I was the CEO of Cardiovascular Associates based in Kingsport. CVA operated the region's only free-standing cardiac cath lab for many years prior to merging with Wellmont in 2010 (CVA is now part of Ballad Health). As the CEO of three large cardiology groups, I have managed free-standing cath labs since 1992 in Tennessee, South Carolina, and Indiana. In addition, I have helped other cardiology groups set-up cath labs in several other states including Texas, Arizona, Florida and Missouri.

Mr. Logan Grant

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October 7, 2021  
Page 2

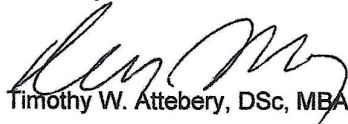
I have known and worked with Dr. Schoondyke and the other physicians of Karing Hearts Cardiology in Johnson City for 10+ years. I can assure the HSDA that in their hands, patient care in this specialist-managed facility will be very safe and very effective. The proposed facility intends to perform and operate in alignment with the safety and quality standards promulgated by the ACC and SCAI.

While my main interest in both the field and at the ACC has been quality of care, I am also aware that patients rightfully seek more than that. They also need choices. Currently, Ballad Health (Johnson City Medical Center) is the only provider of cardiac catheterization procedures in the Johnson City region. This is unusual for such a large geographic region. Having alternative sources better ensures uninterrupted access to care in emergency situations and, as we have learned with the recent pandemic public health emergency, ASCs provide important alternatives to hospital-based care when hospitals are overwhelmed with patients. ASCs protect and enhance access to care.

Consumers of health care also desire cost savings. Procedures performed in this facility will cost substantially less than the same procedures performed in JCMC. These savings will benefit the patients, the insurers, the employers who bear the cost of ever-increasing healthcare premiums, and the regional economy. And, importantly, these cost savings will occur without sacrificing quality or safety. Also note, the physicians who perform procedures in this facility are the same physicians who would otherwise perform these procedures in the higher-cost hospital setting.

For these reasons, I respectfully urge the HSDA to approve this project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Timothy W. Attebery', is written over a horizontal line.

Timothy W. Attebery, DSc, MBA, FACHE

# **Timothy W. Attebery, DSc, MBA, FACHE**

614 Montana Avenue ▪ Davenport, Florida 33897

Cell: 423-302-7488

▪ info@timattebery.com

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## **EXECUTIVE HEALTHCARE LEADER & ENTREPRENEUR**

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\* Association CEO \* Hospital CEO \* Service Line VP \* Group Practice CEO \* Lecturer

### **EDUCATION**

**University of Alabama at Birmingham, Birmingham, AL**

*Doctor of Science in Healthcare Leadership and Health Services Administration*

**University of Tennessee-Knoxville Haslam College of Business, Knoxville, TN**

*Master's Degree in Business Administration*

**Western Governors University, Salt Lake City, UT**

*Bachelor's Degree in Business Administration*

**Stanford University Graduate School of Business, Palo Alto, CA**

*Executive Business Program (certificate program)*

### **PROFESSIONAL EXPERIENCE**

**Tim Attebery & Associates, Healthcare Consulting**

**Davenport, Florida**

**2020 to present**

*President/CEO*

Responsible for the overall operations and delivery of consulting services to company's clients. Firm specializes in providing strategic development and assessment services to cardiovascular group practices, health systems, digital health, and life science companies in the cardiovascular space.

**American College of Cardiology, Washington, DC**

**2018 to 2020**

**& MedAxiom, Neptune Beach, Florida**

*Chief Executive Officer*

Responsible for the overall executive leadership and financial/operational/strategic management of all ACC employees and business units including membership, science & quality, education, publishing, advocacy, international, innovations and the newly acquired MedAxiom operation based in Neptune Beach, Florida.

- negotiated the acquisition of MedAxiom
- developed and launched a revised and accelerated international strategy
- reorganized the senior leadership team
- initiated the Digital Transformation initiative
- hired the ACC's first Diversity and Inclusion Officer; launched the D&I program
- established new financial metrics for the Finance Committee

- proposed and implemented a novel approach for increasing non-physician membership
- increased membership engagement and satisfaction to record high levels
- overhauled employee incentive plan to be funded by financial performance and distributed based upon strategic performance
- Cut \$2M in annual management payroll (position eliminations and consolidation)
- initiated the “health system” strategy
- led the effort to modify the core advocacy message and themes
- strengthened relationships with cardiovascular subspecialty societies
- initiated a “payer strategy” aimed at positioning the ACC as a critical partner to health plans and payers

**Ballad Health, Kingsport, Tennessee (formerly Wellmont Health System)**

**2010 - 2018**

*President and Chief Executive Office, Holston Valley Medical Center (December, 2013 – 2018)*

Responsible for planning, organizing and directing the operation of a 505-bed licensed hospital in Kingsport, ten hospital-based outpatient locations, 174-bed skilled care facility, 30-bed assisted living facility, and two rural, acute care hospitals (Rogersville and Sneedville). HVMC is a tertiary, regional referral center with a Level I trauma program and Level III neonatal intensive care unit. HVMC was the flagship hospital for Wellmont Health System.

- spearheaded a comprehensive cost-reduction initiative (\$10M reduction in annual operating costs)
- increased CMI by 20%
- decreased CMI adjusted length-of-stay by 0.5 days
- significantly improved medical staff relations
- increased HCAHPS performance and ratings (80% of the quarters were at or above target)
- increased employee satisfaction scores by 10%
- developed a dedicated observation unit for cardiology and general medical
- improved ED capacity by 20% with Lean management and new workflows
- established a multi-disciplinary Neuroscience Service Line
- experienced a 200% increase in endovascular and vascular surgery volumes
- pursued and obtained 340b status
- established a dedicated cardiac hospitalists service

*System Vice-President, Cardiovascular Services (May, 2010 – December, 2013)*

Responsible for the overall strategic development and day-to-day operations of the health system’s cardiovascular service line including all inpatient, outpatient and ambulatory operations.

**Cardiovascular Associates, P.C., Kingsport, Tennessee**

**2007-2010**

CVA is the leading cardiovascular specialty group practice in the Tri-Cities region. CVA was acquired by Wellmont in May, 2010, leading to my appointment as System VP of CV Services.

*Chief Executive Officer*

Reported to the Physician-Shareholder Board. Responsible for the strategic development, financial management and day-to-day operations of the practice operations and Wellmont’s CVSL-specific



hospital-based operations. CVA had a comprehensive co-management agreement with Wellmont.

**Cardiovascular Innovations, LLC, Beaufort, South Carolina** **2004-2007**

*Founder & President*

Started CVI while working at South Carolina Heart Center. CVI's focus was to help cardiology groups, cardiologists and health systems assess and integrate emerging technologies within cardiovascular services. Built a national network of 10 training sites for advanced tomographic imaging. CVI grew to over \$2 million in annual revenue. Sold the company in September, 2007.

**South Carolina Heart Center, P.A., Columbia, South Carolina** **1998-2005**

*Chief Executive Officer*

SCHC is a large, regional CV specialty group based in Columbia. I was responsible for the overall strategic development, financial management and day-to-day operations. Increased the group's size and annual revenues substantially. Added two outpatient cath labs one of which was dedicated to endovascular PV. Added cardiac PET and many other services. Establish numerous new satellite clinics and several new full-time offices.

**The Heart Group, P.C., Evansville, Indiana** **1992-1998**

*Chief Executive Officer*

THG is a large, regional CV specialty group based in Evansville. I was responsible for the overall strategic development, financial management and day-to-day operations. Practice operations grew rapidly with additional physicians, offices, service offerings, etc. Built the first outpatient, free-standing cath lab in Indiana. Recruited the first electrophysiologists to Evansville. Pursued and merged the CV/CT surgeons into THG. Filed the first gain-sharing waiver application with the Office of Inspector General. Became the dominant CV specialty player for the entire Evansville region.

**Deaconess Hospital, Evansville, Indiana** **1990-1992**

*Director, Physician Services and Cardiology Development*

Served as the first cardiovascular service line administrator for Deaconess. Worked closely with the affiliated CV specialty groups. Led the effort to merge three groups into one, forming The Heart Group. Deaconess' CV market-share grew by 25% during this rapid expansion and development time period.

**Farris & Associates (now Navvis), St. Louis, Missouri** **1986-1990**

*Senior Consultant*

Responsible for overseeing the implementation of client projects, which primarily focused on developing primary care networks for health systems (acquisition, recruitment and start-up).

**PROFESSIONAL AND COMMUNITY MEMBERSHIPS / OFFICES HELD**

**Cardiology Advocacy Alliance (national advocacy organization for cardiologists)**

*Served as President and on the governing board (2011-2013)*



**Cardiology Leadership Alliance**

*Served as President and on the governing Board (2001-2006)*

**MedAxiom**

*Assisted Jennifer Linville and Pat White with the founding of MedAxiom and served on the Advisory Council (2001-2006)*

**American Heart Association – Tri-Cities**

*Chair of the HeartWalk event (2008 and 2009)*

**American College of Healthcare Executives**

**Boys & Girls Club of Kingsport**

*Chair of the 2015 OneCampaign and member of the Board (2013-2018)*

**United Way of Greater Kingsport**

*Board member (2013-2018)*

**Friends in Need Health Care, Kingsport, TN**

*Board member (2014-2018)*

**Kingsport Higher Education Commission**

*Appointed as Commissioner by the Mayor (2015-2018)*

**Healthy Kingsport**

*Board member and Vice-Chair (2015-2018)*

**Western Governors University – Tennessee**

*Member of the Statewide Advisory Council (December, 2016-2018)*

**Society of Cardiovascular Computed Tomography**

*Initial organizer of this not-for-profit academic organization; worked collaboratively with the ACC, Dr. Michael Poon, and Dr. Daniel Berman to facilitate the consolidation of SCCT and the Society of Atherosclerotic Imaging (2006)*

**Miriam's Kitchen – Washington, DC**

*Member of the Community Advisory Board (December, 2018-2020)*

**FACULTY APPOINTMENTS**

**UNIVERSITY OF TENNESSEE KNOXVILLE, HASLAM COLLEGE OF BUSINESS**

**GUEST LECTURER, 2017-PRESENT**

**EAST TENNESSEE STATE UNIVERSITY COLLEGE OF PUBLIC HEALTH**

**ADJUNCT FACULTY, 2016-PRESENT**

### **PRESENTATIONS & PUBLICATIONS**

Numerous articles, lectures and presentations on a variety of topics including strategic leadership, hospital mergers and consolidation, employee engagement, patient experience, emerging technologies, IT integration, cardiovascular imaging, healthcare leadership, the Affordable Care Act, physician compensation plans, physician-hospital integration, clinical co-management agreements, gain-sharing arrangements, and more.

### **CERTIFICATIONS**

Fellow of the American College of Healthcare Executives; board-certified (FACHE).

### **PERSONAL INFORMATION**

Married for 29 years to Sue Attebery. One daughter, Reagan, age 23.

Personal interests include travel, cooking, and piano.

### **REFERENCES**

Available upon request



**Holston**

**Medical Group**

2323 N. John B. Dennis Hwy. • Kingsport, TN 37660 • 423-857-2000 Fax 423-857-2050

Scott R. Fowler, J.D., M.D., President & CEO

October 7, 2021

Logan Grant  
Executive Director  
Tennessee Health Services and Development Agency  
Andrew Jackson Building, Ninth Floor  
502 Deaderick Street  
Nashville, TN 37243

Re: Karing Hearts – Heart and Vascular Center  
CN2105-015

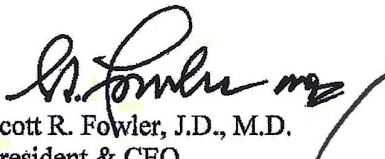
Mr. Grant:

Holston Medical Group, P.C. ("HMG") is an independent physician group covering Northeast Tennessee and Southwest Virginia. HMG is comprised of approximately 174 providers including primary care and specialists. HMG does not provide cardiac services and relies on the services of community cardiologists, including Karing Hearts, to provide cardiac care for our patients.

Granting this CON would expand patient options for cardiac catheterization and will give patients a lower-cost option aiding the continued development of value-based care models in our region. Currently, 65% of HMG's patients are enrolled in a value-based programs including the Medicare, Medicaid and value-based plans offered by most commercial payors.

HMG supports Karing Hearts' application for a Certificate of Need for the Heart and Vascular Center.

Best regards

  
Scott R. Fowler, J.D., M.D.  
President & CEO

*Family / Internal Medicine • Pediatrics / Adolescent Medicine • Hospitalists • Allergy and Immunology • Alternative Outreach Services • Dermatology  
Endocrinology and Metabolism • Child and Adult Gastroenterology • General Surgery • Geriatrics • Nephrology • Orthopedic Surgery  
Oral and Maxillofacial Surgery • Obstetrics and Gynecology • Occupational Medicine • Otolaryngology • Podiatry • Pulmonology  
Urogynecology • Physical Therapy and Rehabilitation Services • Sports Medicine • Outpatient Diagnostic Centers*



Marc A. Aiken, M.D.  
Alan J. Aiken, D.O.  
D. Christopher Carver, M.D.  
Robert J. DeTroye, M.D.  
Richard W. Duncan, M.D.  
Tyler M. Duncan, D.O.  
Jason A. Fogleman, M.D.  
Todd A. Fowler, M.D.  
Jeffery J. France, M.D.  
Thomas W. Gill, Jr., M.D.



Joseph D. Hurst, D.O.  
Timothy D. Jenkins, M.D.  
Kent J. Lord, M.D.  
Scott R. MacDonald, D.O.  
Mark T. McQuain, M.D.  
Karen J. McRae, M.D.  
Eric D. Parks, M.D.  
Dustin M. Price, M.D.  
Gregory L. Stewart, M.D.  
J. Michael Wells, M.D.

September 21, 2021

Mr. Logan Grant, Executive Director  
Tennessee Health Services and Development Agency  
Andrew Jackson Building, 9th Floor  
502 Deaderick Street  
Nashville, TN 37243

Dear Mr. Grant,

I am writing on behalf of the physicians of Watauga Orthopedics (WO) in strong support of the CON application submitted by Karing Hearts Cardiology, CON# CN2105-015, for an ASC and outpatient cardiac catheterization laboratory ("ASC").

There are four primary reasons Watauga Orthopaedics supports this application:

1. **Patient quality, safety and experience:** KHC cardiologists have committed to maintain the highest quality standards in the operation of the new ASC. KHC will select patients to receive an elective procedure based upon national guidelines promulgated by the American College of Cardiology and the Society for Coronary Angiography and Intervention. In addition, the KHC ASC will offer an enhanced patient and family experience compared to the hospital.
2. **Lower cost alternative to hospital-based services:** KHC's ASC will save money for patients and payors. Reimbursement for ASC-based cardiovascular procedures is substantially lower compared to hospital outpatient rates.
3. **Capacity:** The current cardiac catheterization labs at Johnson City Medical Center are running at or near maximum capacity. The KHC ASC will offer new capacity for the region as demand for cardiovascular services continue to grow.
4. **COVID-19 pandemic impact:** During the last 18 months, we have experienced several surges in the pandemic resulting in rapidly increasing demand for hospital-based care. Consequently, elective procedures and surgeries were curtailed or terminated, which led to delays in patient care. As we have learned in our region and across the U.S., ASCs have served to fill this need since many patients can safely have their procedure or surgery done in the ASC. Currently in our region, there is no option for invasive cardiac procedures other than Johnson City Medical Center. The KHC ASC will offer patients a safe and timely alternative for cardiovascular care.

Considering these factors, Watauga Orthopaedics supports the approval of KHC's CON application. Please contact me at 423-282-9011 should you have any questions about this letter.

Sincerely,

Marc Aiken, MD  
President  
Watauga Orthopaedics, PLC

340 Steeles Road  
Bristol, Tennessee 37620  
Phone: (423) 282-9011  
Fax: (423) 282-0035

2410 Susannah Street  
Johnson City, Tennessee 37601  
Phone: (423) 282-9011  
Fax: (423) 282-0035

875 Larry Neil Way  
Kingsport, Tennessee 37660  
Phone: (423) 282-9011  
Fax: (423) 282-0035





2323 N John B. Dennis Hwy, Kingsport, TN 37660 | (423) 857-2000

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October 7, 2021

Logan Grant  
Executive Director  
Tennessee Health Services and Development Agency  
Andrew Jackson Building, Ninth Floor  
502 Deaderick Street  
Nashville, TN 37243

Re: Karing Hearts – Heart and Vascular Center  
CN2105-015

Mr. Grant:

Emergent ACO, LLC, is an accountable care organization participating in the Medicare Shared Savings Program. Emergent include provider participants in 5 states including Northeast Tennessee and Southwest Virginia.

Currently, Emergent manages value-based care for approximately 14,838 attributed lives in the Northeast Tennessee and Southwest Virginia region. These patients and Emergent's participating providers are in need of independent treatment alternatives to achieve higher quality care at lower costs and with greater patient satisfaction.

As a result, Emergent supports Karing Hearts' application for a Certificate of Need for the Heart and Vascular Center.

Best regards,

A handwritten signature in blue ink that reads "Samantha Sizemore". The signature is fluid and cursive, with the first name being more prominent.

Samantha Sizemore  
Chief Operations Officer